



EFFECTIVE EMERGENCY LEADERSHIP: AN EXPLORATION OF EMERGENCY LEADERSHIP BEHAVIOURS IN THE CRISIS MANAGEMENT PROFESSION

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Introduction

There are many various views on what makes a good leader, and leadership is a subject that has received a lot of research. However, managing an unanticipated crisis demands a distinct kind of leadership that has received less attention. Due to the nature of the steelmaking business, TATA Steel has encountered these situations on a variety of scales. These crises are events that pose a substantial risk to the local community, the environment, serious physical harm to victims, fatalities, or plant structures (also known as a major emergency).

Aims and Objectives

The aim of this study is to examine the relationship between leadership behaviours and the efficacy of emergency leadership, as well as whether recognised leadership attributes in emergency management are consistent with existing leadership theory.

The objectives of this thesis are to:

1. Provide an examination of current literature on emergency leadership
2. Establish an analysis of case studies and emergency plans
3. Create suggestions to assist TATA Steel's emergency leadership

Literature Survey

The goal of the literature survey is to build an awareness of the present level of research by articulating the arguments to be made as well as the fundamental rationale that supports the assertions.

Safety engineering: An advantage of adopting system-safety engineering approaches is that an individual is assigned the job of ensuring that harmful behaviour is avoided.

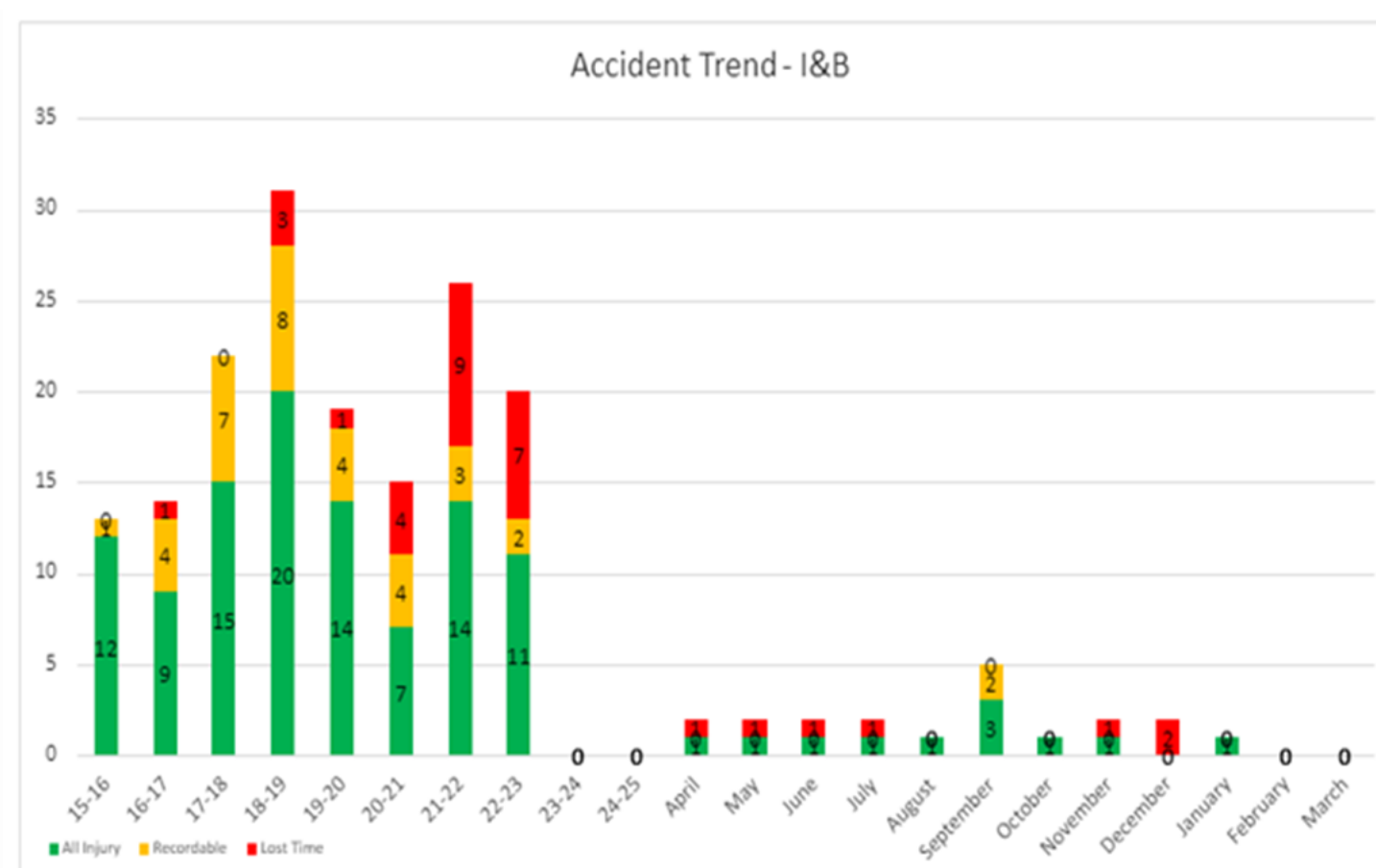
Risk Management: Because of the high degree of laws, complexity, and wide range of interested parties, risk management in the public sector can be more challenging than risk management in the private sector.

Leadership Styles: Leadership is generally understood to be the practice of motivating people to work toward their highest potential in order to complete any job, goal, or endeavour.

Team Building: Organisational executives and employees worldwide are seeking for ways to improve business outcomes and income.

Risk Identification: Risk control, like risk and safety management, requires complete risk identification, with no factor overlooked that might have a substantial influence on operations.

Hazard Identification: The greatest way to address a hazard is to entirely eliminate it.

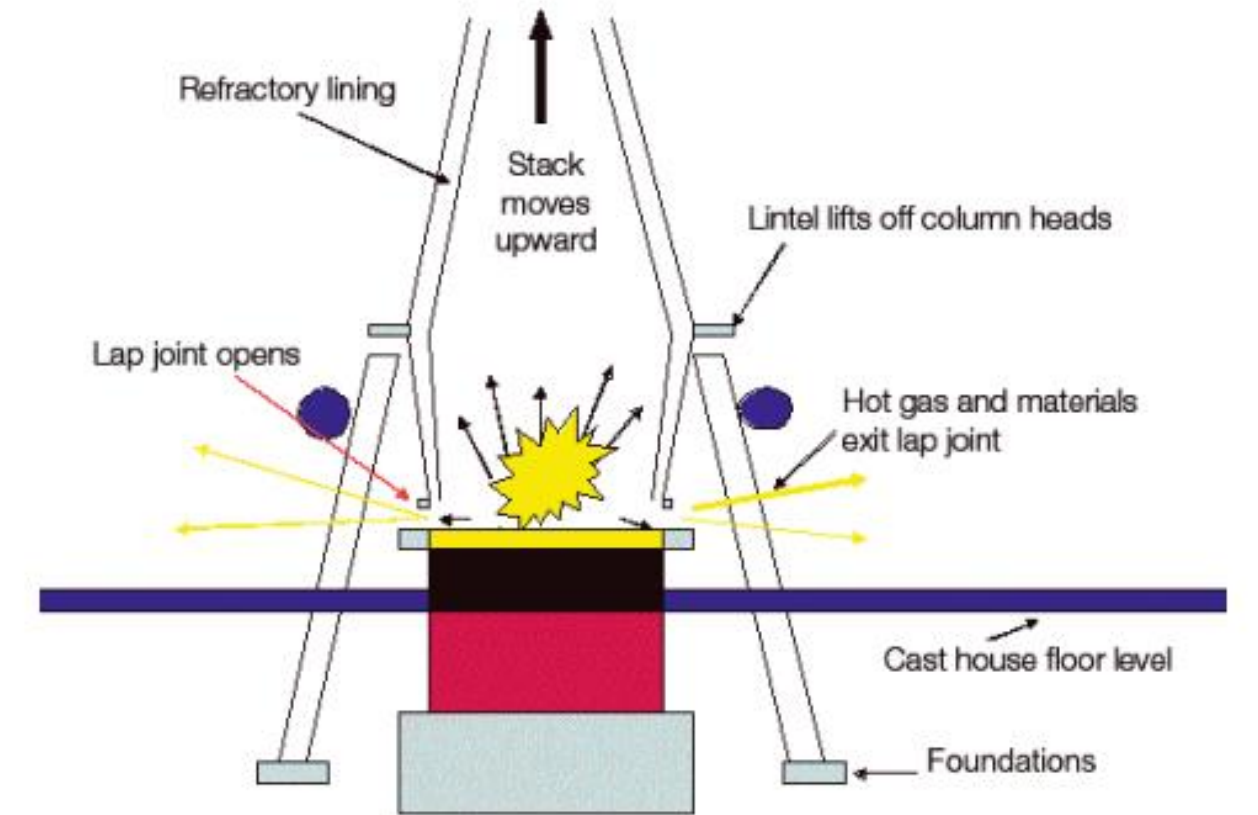


Evans, R. (2023) 'Accident Trend', TATA Steel Health and Safety team: Port Talbot, Wales.

Work carried out

The work carried out in the thesis is based on using research to analyse TATA Steels current emergency plan and case studies.

Emergency Plan: Analysis looking at decision making of leaders, using expertise and experience, authority understood and stakeholder assistance.



Furnace movement during explosion Photo reproduced from [2] Health and Safety Executive (2001)



Piper Alpha engulfed in fire. [1] Jacobson (2018)

Blast Furnace 5 explosion (2001): The analysis suggests the use of predictive tools, sufficient communication, clear understanding of roles and duties.

Piper Alpha Disaster (1988): The analysis includes lack of planning, no organised reaction and no efficient safety management system.

Recommendations

The recommendations include a training plan for emergency leadership awareness with the goal of creating more preparedness, a new way of communicating emergency plans, a toolbox with major emergency tools for before, during and after an emergency and lastly using simulation tasks to be more prepared for disasters, recognising roles and responsibilities, also testing important safety valves.

References

[1] Jacobson, L. (2018) 30th anniversary of the world's deadliest offshore oil disaster. [30th anniversary of the world's deadliest offshore oil disaster - ABC News \(go.com\)](https://www.abcnews.go.com/30th-anniversary-of-the-worlds-deadliest-offshore-oil-disaster-abc-news-go-com) (Accessed: 23rd May 2023).

[2] Health and Safety Executive (2001) The explosion of No. 5 Blast Furnace, Corus UK Ltd, Port Talbot. United Kingdom: HSE.